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Scrum Professional Scrum Master level III (PSM III) Sample Questions (Q17-Q22):

NEW QUESTION # 17

The Product Owner remains distant. He/she has handed over the required Product Backlog for the Sprint but is not collaborating with the Development Team during the Sprint. What are valuable actions for a Scrum Master?

Answer:

Explanation:

A distant Product Owner represents a risk to value delivery, transparency, and empiricism. While the Product Owner has provided a Product Backlog for the Sprint, lack of collaboration during the Sprint undermines learning and informed decision-making. As a Scrum Master, the focus should be on coaching, enabling collaboration, and addressing systemic impediments, not substituting for the Product Owner.

1. Make the Impact Transparent

The Scrum Master should help make the impact of the Product Owner's absence visible:

- * Reduced ability to clarify Product Backlog Items,
- * Slower decision-making when discoveries occur,
- * Increased risk to the Sprint Goal and product value.

This transparency should be established through respectful conversations with the Product Owner and, if needed, through Scrum events such as the Sprint Retrospective.

2. Coach the Product Owner on Accountability

The Scrum Guide states that the Product Owner is accountable for maximizing value and Product Backlog management, which requires ongoing collaboration with Developers. The Scrum Master should coach the Product Owner to understand that handing over a backlog at Sprint Planning is not sufficient and that availability during the Sprint is essential for empiricism.

3. Enable Better Collaboration Without Replacing the Product Owner

The Scrum Master should help create opportunities for collaboration, such as:

- * Encouraging regular clarification moments during the Sprint,
- * Improving Product Backlog refinement so fewer questions remain unanswered,
- * Helping Developers prepare focused questions to use limited Product Owner availability effectively.

However, the Scrum Master must not take over Product Owner responsibilities, as this would blur accountabilities.

4. Address Organizational Causes

If the Product Owner's distance is due to workload, role confusion, or organizational pressure, this becomes an organizational impediment. The Scrum Master should raise this issue with leadership and help the organization understand the risk of an unavailable Product Owner to product outcomes.

NEW QUESTION # 18

In what way does Scrum encourage ethical behaviour, doing "the right thing", in software development?

Answer:

Explanation:

Scrum encourages ethical behaviour in software development by creating a framework that promotes transparency, accountability, quality, and respect for stakeholders, all of which are grounded in the Scrum Values. Rather than prescribing ethical rules, Scrum embeds ethical behaviour into the way work is organized and delivered.

First, Scrum promotes ethics through its focus on delivering valuable, high-quality working products. The Scrum Guide emphasizes delivering usable Increments that meet a shared Definition of Done. By prioritizing quality and value for both the organization and end-users, Scrum discourages practices such as cutting corners, hiding technical debt, or delivering misleading progress, which are ethically questionable.

Second, Scrum strongly supports transparency, a core pillar of empiricism. All significant aspects of the work—such as progress, impediments, risks, and uncertainties—are made visible through artifacts and events.

This transparency encourages honesty about what can and cannot be achieved and prevents unethical behaviour such as misreporting status or concealing problems until it is too late.

Third, Scrum encourages accountability at both individual and team levels. Clear accountabilities for the Product Owner, Developers, and Scrum Master ensure that responsibility is not diffused or avoided. Teams are accountable for delivering value, improving their way of working, and meeting their commitments. This accountability fosters ethical decision-making and ownership of outcomes.

Fourth, Scrum supports ethical behaviour through continuous learning and improvement. Sprint Retrospectives create a structured opportunity to reflect on mistakes, share knowledge, and improve processes and practices. This openness to learning promotes humility, integrity, and a willingness to correct issues rather than ignoring or rationalizing them.

Finally, Scrum is explicitly guided by the Scrum Values of Commitment, Courage, Respect, and Openness, which form its ethical foundation.

- * Commitment encourages teams to do what they say they will do.
- * Courage enables individuals to raise concerns, admit problems, and challenge unethical practices.
- * Focus helps teams concentrate on delivering real value rather than superficial outputs.

- * Respectensures consideration for colleagues, stakeholders, and end-users.
- * Opennesspromotes honesty about progress, challenges, and uncertainty.

NEW QUESTION # 19

What artifacts are part of Scrum, and during which Scrum Events are they likely to be the subject of inspection?

Answer:

Explanation:

Scrum defines three coreartifacts that provide transparency into the work being done and the value being delivered: theProduct Backlog, theSprint Backlog, and theProduct Increment. Each artifact is inspected at specific Scrum Events to support empiricism throughtransparency, inspection, and adaptation.

Product Backlog

TheProduct Backlogis an ordered list of everything that is known to be needed in the product and is the single source of work for the Scrum Team.

- * It isinspected during Sprint Planning, where the Scrum Team selects Product Backlog Items to work on and aligns them with the Sprint Goal.

- * It is alsoinspected during the Sprint Review, where stakeholders and the Scrum Team review progress and adapt the Product Backlog based on feedback and new insights.

- * In addition, the Product Backlog is continuously inspected and adapted duringBacklog Management (often called refinement). While this activity is essential, it isnot a Scrum event in the strict sense.

Sprint Backlog

TheSprint Backlogconsists of the Sprint Goal, the selected Product Backlog Items for the Sprint, and a plan for delivering them.

- * It iscreated and inspected during Sprint Planning, where the Developers forecast the work needed to achieve the Sprint Goal.

- * It isinspected daily during the Daily Scrum, as Developers assess progress toward the Sprint Goal and adapt their plan accordingly.

- * It may also beinspected during the Sprint Reviewto provide transparency into what was planned versus what was accomplished.

Product Increment

TheProduct Incrementis the sum of all completed Product Backlog Items during the Sprint and previous Sprints that meet the Definition of Done.

- * It isinspected during Sprint Planning, to understand the current state of the product and determine what can be built next.

- * It isinspected during the Sprint Review, where stakeholders evaluate the Increment and provide feedback.

- * The Increment may also be inspected at any time to support transparency and decision-making.

Continuous Inspection Beyond Events

While Scrum defines specific events where artifacts are commonly inspected, the Scrum Guide emphasizes thatartifacts may be inspected at any time, as long as the inspection does not hinder progress. Scrum encouragesfrequent inspectionto enable timely adaptation and reduce risk.

NEW QUESTION # 20

What is Scrum's relation to Empiricism/ Empirical Process Control?

Answer:

Explanation:

Scrum is fundamentally based onEmpiricism, also referred to asEmpirical Process Control. This means that Scrum recognizes that complex work, such as software development, cannot be fully understood or predicted upfront. Instead, decisions are made based onexperience, observation, and evidence, forming a continuous closed feedback loop.

Empirical Process Control rests on three pillars:Transparency, Inspection, and Adaptation. Scrum provides a structured framework of roles, events, and artifacts that explicitly support and reinforce each of these pillars.

Transparency

Transparency ensures that all significant aspects of the process and product are visible to those responsible for the outcome. In Scrum, transparency is created through clearly defined artifacts such as theProduct Backlog, Sprint Backlog, and Product Increment, each governed by a shared Definition of Done. Scrum Events further enhance transparency by creating regular opportunities to share progress, challenges, and current state.

Without transparency, inspection would be misleading and ineffective.

Inspection

Scrum prescribes frequent and regularinspectionof both the product and the process. Each Scrum Event serves as an inspection point:

- * The Daily Scrum inspects progress toward the Sprint Goal,
- * The Sprint Review inspects the Increment and adapts the Product Backlog,
- * The Sprint Retrospective inspects the team's ways of working.

These inspections are intentionally timeboxed and lightweight to avoid excessive overhead while still enabling timely feedback. Adaptation

Inspection is meaningful only if it leads to adaptation. Scrum explicitly enables adaptation by allowing changes to plans, processes, and backlog content based on what is learned. The Sprint Backlog may be adapted during the Sprint, the Product Backlog is adapted after the Sprint Review, and team practices are adapted following the Sprint Retrospective.

Closed Feedback Loop

Together, transparency, inspection, and adaptation form a closed feedback loop. Scrum's short iterations (Sprints) ensure that learning occurs frequently, enabling the Scrum Team and stakeholders to respond quickly to change, reduce risk, and improve outcomes over time.

NEW QUESTION # 21

The process of regular inspection and adaptation employs knowledgeable and skilled inspectors. What are two ways in which the Product Owner takes the lead in the inspection process?

Answer:

Explanation:

The Product Owner takes the lead in inspection by focusing on product value and direction, ensuring that learning from evidence directly informs future decisions.

1. Inspecting and Ordering the Product Backlog Based on Evidence

The Product Owner continuously inspects the Product Backlog using information gained from:

- * Delivered Increments,
- * Stakeholder feedback,
- * Market changes and risks.

By ordering and refining the Product Backlog, the Product Owner leads inspection of whether the backlog still reflects the most valuable and relevant work, ensuring that adaptation is based on evidence rather than assumptions.

2. Leading Product Inspection During the Sprint Review

The Product Owner leads inspection during the Sprint Review by framing the conversation around:

- * The Product Goal,
- * What value the Increment delivers,
- * What has been learned.

By engaging stakeholders in inspecting the Increment and guiding discussions about what to do next, the Product Owner ensures that feedback is transformed into Product Backlog adaptation.

NEW QUESTION # 22

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